

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

InterMetro Industries Corporation

California Manufacturing Technology Consulting

Intermetro Industries Focuses On Employees To Increase Sales

Client Profile:

InterMetro Industries has been supplying food service, healthcare, and electronics manufacturers with consumer retail displays since 1929. InterMetro employs approximately 250 people (of whom the majority are Hispanic) at its Rancho Cucamonga, California facility, and generates annual sales of approximately \$50 million.

Situation:

InterMetro Industries' parent company, Emerson Corporation, mandated a strategic employee training program involving lean manufacturing and quality management systems (ISO) tools and philosophies, with the goal of improving its strategic market position. InterMetro also planned to increase sales and market share by manufacturing new products at its Rancho Cucamonga facility, a goal that produced a critical need to improve the overall productivity of the facility's workforce. The company additionally wanted to reduce costs and increase product quality. InterMetro Industries relied on the expert trainers and facilitators of the California Manufacturing Technology Center (CMTC), a NIST MEP network affiliate, for assistance.

Solution:

In January 1999, CMTC began working with InterMetro Industries by developing employee customized training classes partially funded through the State of California Employee Training Panel (ETP). The training focused on employee decision-making and other interpersonal skills development. In May 2000, CMTC provided ISO 9000 audit training to key InterMetro Industries employees. As a result of the employee training, InterMetro Industries has reduced manufacturing cycle time, increased production output, improved quality of products, reduced employee turnover, and improved employee morale. Sales per employee increased by approximately 15 percent. Labor costs were lowered by approximately 8 percent, and InterMetro was able to increase its capital investment in plant and equipment by \$500,000 as a result of these savings.

Results:

Trained workforce with goal of improving manufacturing processes.
Increased sales per employee by 15 percent.
Reduced labor costs by 8 percent.

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Increased capital investment by \$500,000.
Reduced cycle time.
Increased production output.
Improved product quality.
Reduced employee turnover.
Improved morale.
Yielded a 5:1 return-on-investment for this project.

Testimonial:

“The California Manufacturing Technology Center’s years of experience and knowledge helped us reduce costs and increase sales.”

John Skuchas, Director of Operations